

STRATEGIC PLAN

for

MAGGIE L. WALKER NATIONAL HISTORIC SITE

FISCAL YEARS 2001 – 2005

(October 1, 2000 – September 30, 2005)

It is the mission of the National Park Service in perpetuity to protect, maintain, and provide for the enjoyment and understanding of the historic resources associated with the Maggie Lena Walker National Historic Site, to provide a setting for contemplation of her legacies, and to inspire in the community and the nation a commitment to preserve these resources for future generations.

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Approved: Cynthia MacLeod April 19, 2000
Superintendent Date

TABLE OF CONTENTS

Approval page.....	2
Table of Contents.....	3-4
I Introduction and Overview	5
About this Plan.....	5
The Maggie L. Walker National Historic Site	5
The National Park Service.....	5
The Government Performance and Results Act of 1993 (GPRA).....	6
II Mission Statement	7
III Strategies: Accomplishing Goals	8
Organization	8
Facilities.....	8
Financial Resources.....	8
Program Evaluations.....	9
IV Key External Factors.....	10
V Goals	11
Goal Categories and Mission Goals	11
Long-Term Goals	12
Ia5 Historic Structures listed on LCS	
Ia6 Museum Collections all except cataloging	
Ia07 Cultural Landscapes not reported to Ia7	
Ia08 Archeological Sites not reported to Ia8	
Ib2A Archeological Baseline add sites to ASMIS with condition assessments	
Ib2B Cultural Landscapes Baseline	
Ib2C Historic Structures Baseline Update	
Ib2D Museum Collections Cataloged new museum catalog records	
Ib2F Historical Research Baseline	
IIa1 Visitor Satisfaction	
IIa2 Visitor Safety.....	
IIb1 Visitor Understanding and Appreciation	
IIIaX Park Partnerships assist partners to protect their resources	
IVa01 Data System Integration (from park funds)	
IVa3A Performance Plans Linked to Goals	
IVa4A Workforce Diversity: Underrepresented groups in permanent workforce.....	
IVa4B Workforce Diversity: Women & minorities in temporary and seasonal workforce....	
IVa4C Workforce Diversity: Individuals with disabilities in the permanent workforce.....	

IVa4D Workforce Diversity: Individuals with disabilities in temporary and seasonal workforce	
IVa6A Employee Safety: Lost Time Injury Rate	
IVa7 Line Item Construction	
IVb1 Volunteer Hours.....	
IVb2A Cash Donations.....	
IVb2B Friends Groups and Other Organizations In-kind Donations	
IVb2C Cooperating Associations In-Kind Donations	
VI Measuring Results.....	15
VII Strategic Plan Preparers	15
VIII Consultations	15
Appendix A (organizational chart)	

I. INTRODUCTION

About This Plan

This is the Strategic Plan for the Maggie L. Walker National Historic Site, a unit of the National Park System, administered by the National Park Service, U.S. Department of the Interior. Our Plan includes our mission statement, derived from the legislation establishing and affecting this park. It contains our goals organized under goal categories and mission goals (these are “in perpetuity” goals that encompass everything we do). It also contains long-term goals that describe in quantified, measurable ways examples of the results we plan to achieve in the five-year period covered by this plan, October 1, 2000 through September 30, September 30, 2005, federal fiscal years FY2001-September 30, 2005.

The content and organization of this Plan is based on the process established by the National Park Service under the Government Performance and Results Act of 1993 (GPRA) [see following sections]. Additional copies of this Strategic Plan are available by visiting or writing park headquarters at 3211 East Broad Street, Richmond, VA, 23223. We welcome questions and comments, which should be addressed to the Superintendent at this address. A copy of this plan is also available on our Web site at NPS.gov/MAWA.

The Plan contains a general section called “Strategies” to describe how goals will be accomplished. This section briefly sketches the organization, facilities, and financial resources available to achieve the plan's long-term goals. There is a brief discussion of “Key External” Factors that could positively or negatively affect goal achievement. Each long-term goal has one or more explanatory paragraphs that give background, detail, and other information useful to help the reader understand the goal as well as how the goal will be accomplished. After these goal explanations, there is an overview of how results will be measured. Finally, there is a listing of those who were consulted in the development of the plan and a list of plan preparers.

Each year that this Strategic Plan is in effect there also will be an Annual Performance Plan covering one year increments of each long-term goal. The Annual Performance Plan will be available by January 1st each year. In addition to the Annual Performance Plan, we also use internal management documents to guide daily operations throughout the year. They detail the specific activities, services, and products that will be carried out or produced to accomplish goal results, and the dollars and people that will do it.

The Maggie L. Walker National Historic Site

The Maggie L. Walker National Historic Site is a vital part of America's national system of parks, monuments, battlefields, recreation areas, and other natural and cultural resources. Established by an Act of Congress in 1936, the Maggie L. Walker National Historic Site is located in the city of Richmond, Virginia. Containing 1 acre, the park preserves the home of Maggie L. Walker and related resources in perpetuity and makes this valuable part of America's heritage available to approximately 10,000 visitors each year for their experience, enjoyment, understanding, and appreciation. The Site is located within the Jackson Ward National Historic Landmark.

The National Park Service

The National Park Service (NPS), established in 1916, preserves outstanding examples of the best of America's natural, cultural, and recreational resources for the enjoyment, education, and inspiration of this and future generations. These resources constitute a significant part of America's national heritage, character, and future. The National Park System consists of 379 units located in nearly every state and territory of the nation. The National Park Service not only directly preserves these treasures, it also makes them available to millions of visitors from throughout the country and the world every year. NPS also has legislated responsibilities for natural and cultural resource conservation outside national parks in partnership with state and local governments, tribes, and non-profit organizations. These programs provide a variety of technical and/or financial assistance.

In consultation with Congress, OMB and other interested parties, the NPS developed its own implementation process to comply with the Government Performance and Results Act of 1993 (GPRA). Using an 8-step process, the NPS developed its first *Strategic Plan* in 1997 and revised it in 2000. A copy of the current plan is available for review at the Maggie L. Walker National Historic Site. It is also available on the Internet at <http://www.nps.gov/planning>.

As part of its GPRA implementation process, NPS decided that each of its component parks, programs, and offices would develop and submit their own Strategic Plans, Annual Performance Plans, and Annual Performance Reports. These plans contribute to applicable long-term goals in the NPS *Strategic Plan* and may add goals specific to their own legislative mandates, missions, resources, visitor services, and issues needs. The local plans are generally a blend of national and local missions and goals.

Government Performance and Results Act of 1993 (GPRA)

GPRA is one of the most recent and comprehensive of a number of laws and executive orders directing federal agencies to join the “*performance management revolution*” already embraced by private industry and many local, state, and national governments.

In a nutshell, *performance management* uses performance goals based on an organization’s primary mission to guide daily actions and expenditures. Importantly, goals must be quantifiable and to the maximum extent possible, measurable results or outcomes rather than efforts or outputs such as activities, services, and products. The established and proven performance management approach is to ***establish goals – allocate resources to accomplish those goals – take action/do the work – measure results – evaluate and report performance – use evaluation to adjust goals and reallocate resources – and continue the loop.*** This process sharpens our focus on accomplishing our mission in the most efficient and effective ways, and holds managers and employees accountable on a clear and measurable basis.

The approach seems so simple and logical that one is compelled to ask, “Isn’t that what everyone is already doing?” In fact, most federal agencies have not traditionally done business this way. They have been funded by programs and activities rather than by goals. Too often they have conducted business year after year based on what they have always routinely done, focusing on activities rather than pursuing mission-oriented goals. Too often they have not measured their performance in terms of results achieved, but rather in level of activities conducted, products produced, or services provided – if they have measured performance at all. And too often managers and employees have not been held accountable for their performance in achieving concrete, results-oriented goals, and have not communicated the outcomes of their work to their important constituencies – the American people, the Congress, even the President. So performance management, as embodied in GPRA, is new, revolutionary, and vitally important to a more effective, efficient, and credible federal government.

This Plan is much more than just a response to legislative mandate, however. The law was a catalyst that caused the park staff to reexamine daily activities and routine products and services, as well as funding and staffing expended to accomplish them. It motivated and energized us to make sure these things are aligned with the mission of the National Park Service and the Maggie L. Walker National Historic Site, and the long-term goals established to achieve those missions. The results, we believe, will be better planning, better management, and better communication among ourselves and with all of our constituencies and stakeholders, about where we are, where we need to be, and how we are going to get there most effectively and efficiently.

II. MISSION

It is the mission of the National Park Service in perpetuity to protect, maintain, and provide for the enjoyment and understanding of the historic resources associated with the Maggie Lena Walker National Historic Site, to provide a setting for contemplation of her legacies, and to inspire in the community and the nation a commitment to preserve these resources for future generations.

III. STRATEGIES: Accomplishing Goals

We plan to accomplish our goals using the organization, facilities, and financial resources summarized below. These paragraphs should give our partners, stakeholders, and the public a better understanding of what we are trying to accomplish, and how we plan to do it.

Organization

Superintendent Cynthia MacLeod and Assistant Superintendent David Ruth lead the park staff, which is shared with the staff of the Richmond National Battlefield Park. The combined parks' staff in FY2000 is composed of 38 permanent staff, 2 term staff, and 20 seasonal staff and is organized into four operating divisions, each with a chief: Visitor and Resource Protection, Interpretation and Cultural Resource Management, Maintenance, and Administration. The chief of Visitor and Resource Protection is shared with Fredericksburg-Spotsylvania National Military Park. On-site staff expertise and specialties include 2 interpretation rangers, 2 park guides, one museum curator, and one maintenance worker. Total staff of the two parks is comprised of 7 interpretation rangers, 4 park guides, 4 permanent and 1 term park protection rangers, one historian, one education specialist, one natural resource manager, 3 permanent and 1 term administrative staff, and 13 maintenance staff. There are 11 seasonal (temporary) park rangers, with 1 working in resource management and 10 in interpretation, and 9 seasonal maintenance workers. Decisions to vary the number of permanent staff versus seasonal staff are made as opportunities and needs arise to best support park operations. See the organization chart in Appendix A.

Our staff is supplemented and/or supported by assistance or expertise from various other NPS parks and central offices, and/or other partners or organizations. Staff from the National Park Service's Philadelphia Support Office works with us to assess and improve our interpretive programming for Goal IIb1. The NPS Denver Service Center assists us in rehabilitating the buildings of the site to help ensure we meet Goals Ia5, Ia6, IIa1, IIa2, IIb1, and IVbX1. In addition to helping accomplish education and visitor service goals through literature sales and donation, the Eastern National manages the bookstore at the visitor center. The Maggie L. Walker Foundation assists in interpretation.

Facilities

Park facilities available for accomplishing our goals include: the main Walker house and contents of original artifacts, carriage house, 4 other historic buildings, restroom facilities, and 1 visitor center with exhibits, small AV auditorium, and interpretive literature sales.

Financial Resources

Financial resources available to achieve the park's goals include an annual base appropriated budget of approximately \$545,000, which funds a work force of 8 permanent positions, and 2 seasonal positions. This work force will be supplemented annually by staff time, including the superintendent, from the Richmond National Battlefield Park, and approximately 300 hours of Volunteers-in-Parks service. Special project funds, for which we compete, allow specific projects to be accomplished each year. Achieving our goal performance targets is critically dependent on our base funding, special project funding, and on volunteer assistance, partnerships, and donations. Therefore, in order to plan and organize our goals and the work to accomplish them, all funding and staffing sources and major alternative sources of support and work, have been estimated and included in developing our Plan.

Please note that the goals in this plan assume a "flat budget." Other than increases for inflation, we assumed no major increases in funding. Where increases in appropriations were known or are likely, they were taken into account. Where other funding sources (donations, fee revenues, etc.) were "reasonably assured", they too were taken into consideration when setting performance targets. Obviously, limits on funding constrain what can be accomplished toward our goals and mission. GPRA, however, is distinctly

not about discussing budget shortfalls or requesting or justifying additional funding. Rather it is about planning, managing, and communicating what we can accomplish with what we reasonably expect to have. Performance target numbers speak for themselves about how well funded we are to accomplish our mission, and where targets are low, additional budget discussions might be generated. But this is not the primary purpose of this plan.

We would, however, be remiss in our duties as stewards of the priceless natural and cultural resources that are in our care if we did not duly note that we sincerely believe we are under-funded and under-staffed to fully achieve our important mission and goals. We also recognize, however, that we are but one of many worthwhile federal enterprises which compete for scarce tax dollars. We are pursuing a wide variety of alternative management, funding, and staffing scenarios and partnerships to supplement our appropriations. In the meantime, we welcome the opportunity to respond to the requirements of GPRA with this *Strategic Plan* and its companion documents to better plan, manage, and communicate how - and how well - we are achieving our mission through performance goals supported by existing, and largely flat, levels of funding.

Program Evaluations

Our work plans and strategic plan have evolved as the national goals have evolved, as our staff has increased in number and skill, and as the park's likelihood to receive line-item-project construction funds has increased, as definitions are understood, and the national strategic plan has been improved.

We will review the plan annually and make adjustments based on annual performance achievement from the prior year. The plan will also need to be reviewed and revised at least every three years as required by the GPRA law, but as the performance management process is better understood and becomes more routine strategic planning will become easier and better, and fewer reviews and revisions should be necessary.

IV. KEY EXTERNAL FACTORS

Park management and staff can plan, manage, and control much of what occurs in the park. Sometimes they can influence factors external to park boundaries that affect the park. Other factors, such as natural events, are beyond managing or influencing. All of these things can negatively or positively affect goal outcomes. A few of the most important or most likely are briefly identified below. This is not an exhaustive list but simply those factors that are most likely to influence outcomes at the time this plan was written.

- ♦ Expansion of the Richmond Convention Center is to be complete in 2003, with the main visitor center for the city opening 3 blocks from the Maggie Walker NHS, which should increase visitation numbers.
- ♦ Visitation levels may increase as well as a result of the site being open 6 days a week, Mon-Sat. instead of 5 days Wed-Sun.
- ♦ Construction on Interstate highway I-95, particularly on the bridge crossing the James River, may deter traffic from coming through Richmond and take the I-295 by-pass of the city, which could affect visitor numbers.
- ♦ The National Parks and Omnibus Act of 1998 (Public Law 105-391) established major new responsibilities for concessions management, employee training and career development, natural resources inventory and monitoring, and cooperative research studies.

V. GOALS

Goal Categories and Mission Goals

The NPS has four goal categories and three kinds of servicewide goals: Mission Goals, that state ideal future conditions and continue indefinitely, Long-term Goals that generally last five years, and Annual Goals are for one year. The nine nationwide, “in perpetuity” mission goals encompass all we do and a brief explanation about each one is below. Long-term goals represent the kinds of things we do toward reaching our mission goals, and they are stated as measurable outcomes with the performance measure in the goal. Annual goals are one year increments of long-term goals, written the same way to show a clear and direct relationship.

Goal Category I Preserve Park Resources

Category I goals reflect the NPS Organic Act mandate “to conserve the scenery and the natural and historic object and the wild life therein.” Since that time, subsequent legislation has reinforced and expanded NPS authority to preserve America’s treasures for this generation and generations to come. This category addresses all goals that relate to the condition of natural and cultural resources and the acquisition of knowledge from and about them. It includes the concepts of biological and cultural diversity to ensure park resources are preserved and interpreted in relationship to the broader ecosystem and cultural context that extend beyond the park to nearby lands. Park cultural context refers to ensuring that park resources are preserved, interpreted, and managed in relation to other historical events and cultural processes.

The long-term goals related to this category are shown in the next section and include protection, restoration, or maintenance of ecosystems, rare or endangered plant and animal populations, archeological and ethnographic resources, historic structures and cultural landscapes, museum objects, and research collections. Mission Goal Ia focuses on the condition of these resources. Mission Goal Ib on obtaining and using scholarly and scientific knowledge about resources to make better informed decisions.

Ia Natural and cultural resources and associated values are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

Ib The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

Goal Category II Provide for the Public Use and Enjoyment and Visitor Experience of Parks

This category includes all goals for visitor satisfaction, enjoyment, safety, appreciation, and understanding. It includes the mandate found in the NPS Organic Act “to provide for the enjoyment of the [resources] in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.”

The long-term goals related to this category are shown below and include programs, facilities, services, accessibility, and recreational opportunities affecting the enjoyment, understanding and safety of visitors from all over the nation and the world. Mission Goal IIa covers facilities and services such as visitor centers, campgrounds, road and trails, recreational opportunities and keeping visitors safe. Mission Goal IIb is about helping visitors learn more about park resources and significance so they will enjoy their visit more, support preserving this country’s heritage, and gain a better understanding of the experiences and peoples that built this nation.

IIa Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.

IIb Park visitors and the general public understand and appreciate the preservation of and its resources for this and future generations.

Goal Category III Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed by Partners

This goal category is for legislated external partnership programs, NPS programs that assist others outside of park units protect their natural, cultural and recreational resources. Long-term goals related to this category are achieved primarily by our centers and central offices, except one (IIIaX) is targeted for park units who use formal agreements to help others protect their cultural or natural resources.

IIIa: Natural and cultural resources are conserved through formal partnership programs.

Goal Category IV Ensure Organizational Effectiveness

This category includes all goals that support the mission of the park and the NPS, and the focus is on governmental processes rather than the results. Long-term goals in this category measure various workplace standards and cover those things that will help us be more responsive, efficient, effective, and accountable.

IVa The National Park Service uses current management practices, systems, and technologies to accomplish its mission.

IVa1 Integrated Data Systems

IVa3 Workforce Development and Performance

IVa4 Workforce Diversity

IVa6 Employee Safety

IVa7 Line Item Construction

IVb The National Park Service increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.

Long-Term Goals

Long-term goals are measurable examples of how we at the park intend progress toward the mission goals above, and how we will contribute to nationwide NPS goals during the period of this Plan. The numbering sequence for long-term goals follows that of the NPS Servicewide plan so that our contributions can “roll up nationally” into NPS accomplishments. Goal numbers may not be consecutive - where numbers are left out, an NPS goal does not apply to the park. Associated goals that are similar to NPS goals but not identical with NPS criteria, optional goals, and goals specific to this park contain a zero (0) or an X in the number. Goal categories and mission goals are in regular type. *Long-term goals are italicized.* Each year, by January 1st we will also produce an Annual Performance Plan that shows how much of each long-term goal we intend to accomplish during that fiscal year. We will assess what we actually accomplished in an Annual Performance Report at the end of each fiscal year.

GOAL CATEGORY I PRESERVE PARK RESOURCES

Park Mission Goal Ia Natural and cultural resources and associated values at the Maggie L. Walker National Historic Site are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

la5 Historic Structures – By September 30, 2005, 14 of 20 (67%) of the Maggie L. Walker National Historic Site's historic structures on the 1999 List of Classified Structures are in good condition.

The park had a total of 14 structures on the 1999 List of Classified Structures, the NPS official inventory and database of importance historic structures, the baseline year for this goal. Eight of those structures were already in good condition, i.e. requiring only routine and cyclic maintenance, but no major repair or rehabilitation. We intend to accomplish all routine maintenance to keep those 8 structures in good condition, and to increase the number in good condition by 4, from 8 to 12.. Plans are underway to rehabilitate four important structures, 112-118 E. Leigh Street in 2001. We are also providing training to maintenance crews on identifying condition issues and applying the best professional treatments.

We will measure and verify goal achievement by on-the-ground inspection, completion reports, photo documentation, and inspection by park staff, and a representative from the Virginia Historic Preservation Office.

Park Long-term goal la6: By September 30, 2005, 252 of 252 (100%) of applicable preservation and protection conditions in park museum collections meet professional standards.

This goal assesses the environmental, security, and fire protection measures in place to preserve park collections. The applicable NPS Checklist for Preservation and Protection of Museum Collections lists 252 separate conditions that should be met for the park. As of 1996, 94% of the conditions on the checklist were met in the park. A new curatorial storage facility should care of the remaining problems.

Park long-term goal la07: By September 30, 2005, 1 of 1 cultural landscapes not on the NPS Cultural Landscapes Inventory (CLI) as of the end of FY99 is in good condition.

Park Long-term goal la08: By September 30, 2005, 1 of 1 archeological sites not recorded in the FY99 NPS Archeological Sites Management Information System (ASMIS) is in good condition.

Park Mission Goal Ib: The park contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

Ib2 Cultural Resource Baselines

Park long-term goal Ib2A: By September 30, 2005, the number of archeological sites in the park that are inventoried, evaluated, and listed in the National Park Service ASMIS is increased from 0 in FY99 to 1.

Park Long-term goal Ib2B: By September 30, 2005, the number of the park's cultural landscapes inventoried, evaluated, and entered on the NPS Cultural Landscapes Inventory (CLI) at Level II is increased from 0 to 1.

Park Long-term goal Ib2C: By September 30, 2005, all of the park's historic structures on the FY99 List of Classified Structures (LCS) have updated information in their LCS records.

Park Long-term goal Ib2D: By September 30, 2005, the number museum objects at MAWA catalogued into the National Park Service Automated Catalog System (ANCS+) and submitted to the National Catalog is increased from 71453 to 71493 (.1%) or all remaining objects and new acquisitions at MAWA.

Park Long-term goal Ib2F: By September 30, 2005, the park's Historic Resource Study (HSR) and Administrative History are completed to professional standards, current, and entered in CRBIB.

GOAL CATEGORY II VISITOR EXPERIENCE

Park Mission Goal IIa: Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, and services.

Park long-term goal IIa1: By September 30, 2005, 95% of park visitors are satisfied with park facilities and services.

This goal largely reflects the quality of maintenance. Results measured by annual survey.

Park long-term goal IIa2: By September 30, 2005, the number of park visitor accidents remains at the FY 92-96 five-year annual average of 0.

Park Mission Goal IIb: Park visitors and the general public understand and appreciate the preservation of MAWA and its resources for this and future generations.

Park long-term goal IIb1: By September 30, 2005, 65% of visitors understand and appreciate the significance of the park.

This goal is measured by means of an annual visitor survey and can reflect the quality of programs and media offered at the park. The service-wide goal for visitor understanding is 65%.

GOAL CATEGORY III STRENGTHEN AND PRESERVE NATURAL AND CULTURAL RESOURCES AND ENHANCE RECREATIONAL OPPORTUNITIES MANAGED BY PARTNERS

Park Mission Goal IIIaX: Cultural resources are conserved through formal partnership programs.

Park Long Term Goal IIIaX: By September 30, 2005, the number of projects satisfactorily completed under formal agreement that assist partners in protecting the resources of Jackson Ward or serving visitors to Jackson Ward is increased by 2, or 100%.

The resources of Jackson Ward, a National Historic Landmark District, are protected through Saving America's Treasures grants and through Memoranda of Agreement when adverse action is proposed.

GOAL CATEGORY IV ENSURE ORGANIZATIONAL EFFECTIVENESS

Park Mission Goal IV: The park uses current management practices, systems, and technologies to accomplish its mission.

Park Long-term goal IVaO1: By September 30, 2005, 100% of the park's computer stations are connected to the parkwide Local Area Network.

Long-term goal IVa3: By September 30, 2005, 100% of employees' performance plans are linked to appropriate strategic and annual performance goals and position competencies.

Park long-term goal IVa4: By September 30, 2005, Increase the service wide representation of underrepresented groups over the 1999 baseline: IVa4A -- by 25% in one of the 9 targeted occupational

series in the permanent workforce; IVa4B – by 25% of women and minorities in the temporary and seasonal workforce; IVa4C – by 10% of individuals with disabilities in the permanent workforce; and IVa4D – by 10% of individuals with disabilities in the seasonal and temporary workforce.

Park long-term goal IVa6A: By September 30, 2005, the number of the park's employee lost-time injuries is maintained at 0.

Park Long Term Goal IVa7: By September 30, 2005, 100% of the park's projects funded by line-item-construction meet 90% of cost, schedule, and construction parameters.

Park long-term goal IVb1: By September 30, 2005, VIP Hours will increased by 117% over FY 99 base level.

VI. MEASURING RESULTS

Measuring our performance and confirming our results often involves the same approach for more than one goal. For example, visitor surveys are used both for IIa1-Visitor Satisfaction and IIb1-Visitor Understanding. Site condition inspections and completion reports are used for goals Ia5 Historic Structures, Ia6 Museum Collections, and Ia7Cultural Landscapes. Increases in the various cultural resource baselines under Goal Ib2 will be verified regionally and sent to the national manager for that database. Each goal will be measured by the specific methods described in the previous section.

Senior management of the Maggie L. Walker National Historic Site conducts a quarterly review of performance under this plan during the first nine months of the fiscal year during management team meetings. In the fourth quarter of the year, there is a biweekly review. After each year ends, an annual performance report will describe actual accomplishments in each of the goals and adjustments may be made to our goals or targets.

VII. STRATEGIC PLAN PREPARERS

The following park staff members were involved in preparing this Strategic Plan:

Cynthia MacLeod, Superintendent, & GPRA contact, e-mail address is Cynthia_MacLeod@NPS.gov
Telephone number 804 226-1981, address 3215 E. Broad Street, Richmond, VA 23223
David Ruth, Assistant Superintendent
Barbara Krick, Administrative Officer
Jerry Helton, Chief of Maintenance.

VIII. CONSULTATIONS

We consulted directly and indirectly with a variety of individuals and organizations in developing our original plan and this revision; they are shown below. All comments were carefully considered. Comments received during the consultation process encouraged us to place greater emphasis on the preservation of our cultural resources and to develop more interpretive programs. We did increase our performance targets on Goals Ia5 to reflect this concern. NPS also consulted with Congress, the Office of Management and Budget (OMB), and the Department of the Interior in the development of the NPS plan.